

Pre-Session Activity

**While waiting for the session to begin,
please complete the
Motivational Analysis
worksheet on page 1.**

Keeping Volunteers **ENGAGED & MOTIVATED**

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Points of Light and Hands on Network

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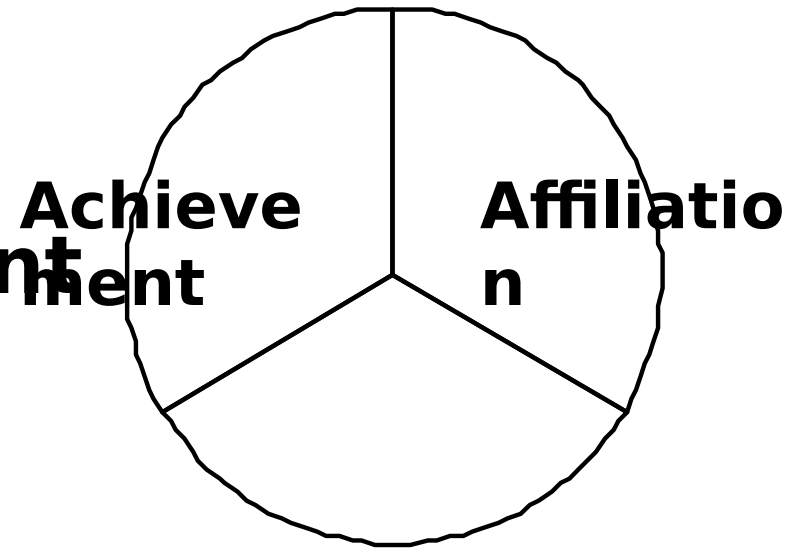
Objectives:

- 1. Identify three social motivators and apply to volunteer management**
- 2. Identify common reasons volunteers leave**
- 3. Describe three major strategies for retaining volunteers**

McClelland's Social Motivators

Three Social Motivators:

- need for achievement
- need for affiliation
- need for power



A person will act to satisfy the need that is strongest at any given time.

Achievement Motivation

Refers to the desire to accomplish goals, grow through challenges, and improve oneself.

- ✚ desire for excellence
- ✚ wants to do a good job
- ✚ needs a sense of accomplishment
- ✚ wants to advance
- ✚ desires feedback

Influence Motivation

Refers to the desire to be involved in decision-making, to hold a position of authority, to influence outcomes, and to persuade others.

- ✚ likes to lead
- ✚ enjoys giving advice
- ✚ likes influencing an important project
- ✚ enjoys job status
- ✚ likes to have their ideas carried out

Affiliation Motivations

Refers to a person's desire to foster positive relationships and to belong to a larger group.

- ✚ likes to be popular
- ✚ likes to be well thought of
- ✚ enjoys and wants interaction
- ✚ dislikes being alone in work or play
- ✚ likes to help others
- ✚ desires harmony

McClelland's Social Motivators

Activity:

**Using the key on page 3, score
your Motivational Analysis.**

Why do volunteers leave?

- ✚ **More pressing demands** 65%
- ✚ **Organization not well-managed** 23%
- ✚ **Org did not use volunteers' time well** 23%
- ✚ **Volunteer tasks not clearly defined** 16%
- ✚ **Volunteers were not thanked** 9%

Why do volunteers stay?

- ✚ **Satisfying experience**
- ✚ **Positive sense of connection with other people**
- ✚ **Boost in self esteem**

Provide a Satisfying Experience

✚ Customer service

✚ Basic volunteer management

- ✚ Recruiting and matching
- ✚ Orientation and Training
- ✚ Supervision
- ✚ Recognition

✚ Provide a great work environment

✚ Provide a unique experience

✚ Make it fun

Create a Positive Sense of Connection

- ✚ **Seek volunteer input**
- ✚ **Create a climate of validation**
- ✚ **Communicate with and about volunteers**
- ✚ **Allow volunteers to have some investment in and ownership of the volunteer program**

Psychological Contracts

Informal reciprocal agreement of a work environment, from the perspective of the individual

- ✚ **Transactional** - where specific benefits and advancement are given for hard work
- ✚ **Relational** - where job security is given by the organization for loyalty

Psychological Contracts

✚ **Relational psychological contracts related to personality dimensions:**

- ▣ Conscientiousness
- ▣ Agreeableness
- ▣ Emotional stability

Encouraging Relational Contracts

- ✚ **Explicitly clarify the obligations of the organization**
- ✚ **Explicitly detail the entitlements of volunteers**
- ✚ **Continually reinforce the understanding of these two elements of the contract**

Provide opportunities to boost volunteer self esteem

✚ **Growth opportunities for volunteers**

- ✚ Volunteer promotion
- ✚ Variety in assignments
- ✚ Leadership opportunities

✚ **Recognition**

- ✚ individual, organizational and community level
- ✚ frequent

Engaging Volunteers

✚ **What are some ways your MRC engages its volunteers year-round?**

Review

- 1. Appeal to volunteers' inherent motivations**
- 2. Provide a satisfying experience**
- 3. Create a positive sense of connection**
- 4. Provide opportunities to boost volunteer self esteem**

Closing

Activity:

Write down 2 things you will do in your volunteer program based on something you learned today.